

CHAPTER 16: IMPLEMENTATION

Overview

The Comprehensive Plan provides guidance for growth and development decisions. Planning is an ongoing process; adoption of the Comprehensive Plan should not be viewed as the end of this process. Most of the Plan goals and guidelines can be achieved through existing ordinances and policies; therefore, with the work outlined in Phase 1, the Plan can be implemented in a timely manner upon adoption.

Implementation occurs through many tools:

- Zoning Ordinance
- Subdivision Ordinance
- Erosion and Sediment Control Ordinance
- Utilities Ordinance
- Water and Wastewater Facilities Plan
- Capital Improvement Program
- Revitalization, infill and economic development strategies and plans
- Planning Commission, Board of Supervisors and County Administration Policies
- Partnerships among civic organizations, business councils, special interest groups, citizens and the county government.

The Implementation chapter identifies general steps necessary to carry out the goals and guidelines of the Plan. The guidelines of each chapter will be used in the development of each individual step.

The steps fall into three categories:

- **PHASE 1-** Following adoption of the Plan, Phase 1 steps will be undertaken. These are steps that must be implemented quickly to carry out the Plan's major goals and guidelines such as revitalization efforts.
- **PHASE 2-** These are the steps that will occur over a period of time to refine and enhance existing ordinances and policies. One such example is the current absence of a specific zoning district to accommodate a mixed use development. Until a comprehensive review and amendment of ordinances occur, zoning tools such as conditional use and conditional use planned development allow interim implementation of the Plan until Phase 2 steps are completed. The timeline and priority for undertaking these steps will be determined in Phase 1 the Implementation category in the following chart.
- **SPECIAL AREA PLANS** – These are steps that are identified through the adoption of the Special Area Plans.

Once the timeline for each step is established, a project scope will be developed for each step. The project scope will include identification of necessary resources to accomplish each step. Some steps may require resources beyond existing levels.

PHASE 1		
Category	General Steps	Timeline from Date of Plan Adoption for Staff Completion of Step
IMPLEMENTATION	<u>PRIORITIZE IMPLEMENTATION.</u> Formulate a broad project scope for each Phase 2 General Step. Board of Supervisors, following recommendation by the Planning Commission, sets priorities and timeframes for each Phase 2 General Step.	9 months
	<u>MONITOR IMPLEMENTATION.</u> Provide report to Planning Commission and Board of Supervisors on status of each General Step.	Monthly
ORDINANCES	<u>BRIDGE THE GAP ORDINANCE AMENDMENTS-PART 1.</u> The existing ordinances refer to Plan areas in the existing Comprehensive Plan that have special development standards, such as Upper Swift Creek or Village areas. Ordinances will be revised to reference these same geographies under new descriptors which will remain in effect until new ordinances are developed and adopted, as deemed necessary through future Special Area Plan efforts.	3 months
	<u>UTILITIES ORDINANCES.</u> Amend ordinances relative to required use of public water and wastewater systems for new developments.	9 months

PHASE 1		
Category	General Steps	Timeline from Date of Plan Adoption for Staff Completion of Step
PLANS	<p><u>WATER AND WASTEWATER FACILITIES PLAN.</u> Update the <i>Water and Wastewater Facilities Plan</i> to address countywide water and wastewater systems expansion and upgrades. Further, include an analysis of the long term infrastructure improvements necessary to provide wastewater service to the southwestern part of the county should the area designated for Rural Residential/Agricultural and Residential Agricultural uses develop for other uses in the future.</p>	9 months
POLICIES	<p><u>PUBLIC FACILITIES COORDINATION WITH CAPITAL IMPROVEMENT PROGRAM (CIP).</u> Revise the administrative policy to require as part of the yearly CIP review:</p> <ul style="list-style-type: none"> • A staff analysis as to whether the facilities comply with The Public Facilities Plan chapter. • An annual evaluation of levels of service of each public facility category such as elementary, middle and high schools; parks; libraries; and fire stations. 	3 months
	<p><u>INFRASTRUCTURE FINANCING.</u> Evaluate the cash proffer policy and other methods to finance infrastructure needs; revise existing policies and adopt new policies, as necessary.</p>	9 months

PHASE 1		
Category	General Steps	Timeline from Date of Plan Adoption for Staff Completion of Step
STRATEGIES/STUDIES	<u>REVITALIZATION STRATEGY.</u> <ul style="list-style-type: none"> Evaluate the organizational administrative structure and establish a structure to address revitalization. 	2 months
	<ul style="list-style-type: none"> Develop strategies to promote public and private commitments to enhance, restore and maintain the quality and diversity of neighborhoods and business corridors. 	6 months
	<u>PROPERTIES ZONED CONTRARY TO THE RECOMMENDATIONS OF THE LAND USE PLAN CHAPTER.</u> <ul style="list-style-type: none"> Identify properties zoned contrary to the recommendations of the Plan which, if developed under the current zoning, would have major implications on the Plan growth goals and guidelines. 	3 months
	<ul style="list-style-type: none"> Develop policies and ordinances to encourage such property owners to bring zoning into conformity with the Plan. 	9 months

PHASE 2	
Category	General Steps
ORDINANCES	<p><u>BRIDGE THE GAP ORDINANCE AMENDMENTS-PART 2.</u> Amend ordinances by reformatting into user friendly charts and graphics to provide the foundation for the Comprehensive Ordinance Amendments.</p>
	<p><u>COMPREHENSIVE ORDINANCE AMENDMENTS.</u> Amend ordinances to streamline processes, revise existing zoning districts and standards, and establish new zoning districts and standards such as mixed use.</p> <p>Additional revisions should address, where appropriate:</p> <ul style="list-style-type: none"> • Airport overlay zone standards • Open space • Sidewalks • Quality development and design standards • Agri-tourism • Agricultural districts that support continued agricultural and forestry activities and limited non-residential uses • Integration of environmental features in new developments • Industrial uses and standards • Mineral extraction and landfill standards • Historic preservation, adaptive reuse of, and integration of, sites and structures in new developments • Development standards for public facilities and places of worship uses in proximity to residential uses.
	<p><u>WATER QUALITY.</u> Amend ordinances to address:</p> <ul style="list-style-type: none"> • Countywide application of Upper Swift Creek Ordinance standards such as setbacks from resource protection areas, reduction in the amount of impervious areas, and limited clearing in non-resource protection area floodplains • Resource Protection Areas in open space for new developments • Fertilizer and pesticide runoff from golf courses • Adequate erosion and sediment control devices when removing trees for the purpose of preparing land for future development. This would not impact tree removal associated with timbering or forestry operations.

PHASE 2	
Category	General Steps
ORDINANCES (CONTINUED)	<u>PUBLIC WATER AND WASTEWATER ASSESSMENT DISTRICTS.</u> Evaluate the Assessment District Ordinance to consider other methods of funding the extension of public water and wastewater to aging residential areas developed on private individual wells and wastewater systems and amend if appropriate.

PHASE 2	
Category	General Steps
PLANS	<p><u>SPECIAL AREA PLANS.</u> Amend, update or reaffirm the following Special Area Plans as well as develop other Special Area Plans, as may be identified. Where appropriate, incorporate revitalization efforts in special area plans. With the exception of the Ettrick/Virginia State University (VSU) Study area which will be a new Special Area Plan, the following plans currently exist and are listed in the order in which they were adopted. The order of this list does not imply the priority of reconsideration of these plans.</p> <ul style="list-style-type: none"> • The Jahnke/Chippenham Development Area Plan • The Bon Air Community Plan • The (Northern) Jefferson Davis Corridor Plan • (Eastern) Route 360 Corridor Plan • The Eastern Midlothian Plan • Midlothian Area Community Plan • The Chester Plan • Northern Courthouse Road Community Plan • Ettrick/Virginia State University (VSU) Study Area
	<p><u>REVITALIZATION PLANS-NEIGHBORHOOD ENHANCEMENT AREAS.</u> Develop neighborhood enhancement area plans for those areas identified through the Revitalization Strategy. Where appropriate, incorporate these plans in Special Area Plans.</p>
	<p><u>REVITALIZATION PLANS-SPECIAL FOCUS AND GATEWAYS AREAS.</u> Develop special focus and gateway area plans for the following areas as well as other areas as may be identified. Where appropriate, incorporate these plans in Special Area Plans.</p> <ul style="list-style-type: none"> • Eastern Midlothian Turnpike • Eastern Route 360 Corridor • Meadowdale/Meadowbrook Area • Northern Jefferson Davis Highway Corridor • Ettrick/Virginia State University (VSU)
	<p><u>BICYCLE ACCOMMODATIONS PLAN.</u> Amend the Bikeway Plan to include types and recommended locations of various bike facilities and design guidelines for both on-and-off-road bicycle facilities.</p>

PHASE 2	
Category	General Steps
POLICIES	<u>PUBLIC FACILITIES SITE SELECTION/ACQUISITION.</u> Revise the administrative policy to incorporate recommendations of the Plan.
	<u>REUSE OF PUBLIC FACILITIES AND SITES OR SALE OF SURPLUS COUNTY-OWNED PROPERTIES.</u> Revise the administrative policy to incorporate recommendations of the Plan such as proactive review and evaluation of unused public facilities and sites to determine if reuse for another public facility would be appropriate or if the property should be sold as surplus.
	<u>IMPACTS ON PUBLIC FACILITIES EVALUATION.</u> Revise the administrative methodology for evaluating development proposals' impacts on public facilities in the zoning process to include consideration of the specific proposal along with other approved developments in each service area and their collective impacts on public facilities.
	<u>EROSION AND SEDIMENT CONTROL.</u> Revise existing policies, where appropriate, to ensure that adequate erosion control measures are in place and properly maintained during development.
	<u>OTHER POLICIES.</u> Revise the following policies, as necessary: <ul style="list-style-type: none"> • Substantial Accord for Public Facilities • Tower Siting • Residential Subdivision Connectivity • Stub Road • Residential Sidewalk.

PHASE 2	
Category	General Steps
STRATEGIES/STUDIES	<p><u>ECONOMIC DEVELOPMENT OPPORTUNITY SITES.</u> Assess the following Economic Development Opportunity Sites as well as other areas as may be identified to determine infrastructure improvements necessary to support development. Identify funding alternatives or other actions to provide infrastructure to enhance the sites. Assessment could include transportation, water and wastewater needs; environmental conditions; and zoning that would impact development.</p> <ul style="list-style-type: none"> • American Tobacco/Keck Site • Ashton Creek Business Center • CenterPointe • James River Industrial Center • Meadowville Technology Park • Roseland • Watkins Centre • Branders Bridge Road Area • Western Route 360/Powhite Extension • Virginia State University/Ettrick Area
	<p><u>LAND CONSERVATION TOOLS.</u> Develop and enhance tools such as the Land Use Program, purchase of development rights (PDR) and open space/conservation easements to encourage protection of environmental features, historic and cultural resources or other important features.</p>
	<p><u>UNDERUTILIZED OR VACANT PROPERTIES.</u> Identify non-residential underutilized or vacant properties and potential economic development opportunities. Develop strategies to encourage private reinvestment.</p>
	<p><u>INFILL DEVELOPMENT.</u> Define and Identify infill areas.</p>
	<p><u>TRANSIT.</u> Identify transit needs and the viability of bus and rail service.</p>
	<p><u>PRIVATE INDIVIDUAL ON-SITE WATER AND WASTEWATER (WELLS, SEPTIC TANKS AND ALTERNATIVE ON-SITE SEPTIC SYSTEMS).</u> Evaluate existing ordinances to determine if standards should be updated based on current technology and if so, amend ordinances appropriately.</p>
	<p><u>AFFORDABLE/WORKFORCE HOUSING.</u> Identify needs for affordable housing. Where such housing is provided, consider architectural requirements for compatibility and integration with market rate units within the same development.</p>

PHASE 2	
Category	General Steps
STRATEGIES/STUDIES (CONTINUED)	<u>HOUSING MAINTENANCE, REHABILITATION AND RENOVATION.</u> Develop tools such as a design manual and identify funding sources to promote housing rehabilitation and renovation in Neighborhood Enhancement, and Special Focus and Gateway Areas.
	<u>TOURISM.</u> Develop strategies to promote sports, recreation, historical, cultural and environmental tourism programs.
	<u>HISTORICAL AND CULTURAL STRATEGY.</u> Develop strategies to promote protection and preservation of significant historical and cultural resources.
	<u>REDUCE WATER DEMANDS.</u> Develop strategies to reduce water consumption.
	<u>VIRGINIA STORMWATER MANAGEMENT PROGRAM.</u> Develop ordinances and policies to ensure compliance with the Program.
EDUCATION	<u>EDUCATIONAL PROGRAMS.</u> Develop educational programs and where appropriate, partner with the community, schools and libraries to educate the public on: <ul style="list-style-type: none"> • Housing maintenance • Water conservation practices • Water resource protection such as daily practices, low impact designs, stream and shoreline erosion • Historical and cultural resources and preservation.
	<u>BEST MANAGEMENT PRACTICES (BMP) TEACHING OPPORTUNITIES IN CONJUNCTION WITH PUBLIC FACILITIES.</u> Develop environmental awareness educational programs where appropriate at public facilities having water quality best management practices.
OTHER	<u>PUBLIC FACILITIES AND LEADERSHIP IN ENERGY AND ENVIRONMENTAL DESIGN (LEED) GUIDELINES.</u> Amend guidelines as necessary to ensure that where appropriate, facilities are constructed or renovated to be energy efficient and in a manner that meets the county strategic goal of being responsible protectors of the environment.

BIKEWAYS AND TRAILS IMPLEMENTATION	
Category	General Steps
PLANS	NEIGHBORHOOD CONNECTOR STUDY. Continue to develop neighborhood connector path studies countywide.
ORDINANCES	ORDINANCE REVISION. Revise existing ordinances to address the provision of facilities in new development.
	BICYCLE PARKING STANDARDS. Adopt new ordinances to provide both short-term customer and long-term employee bicycle parking.
	END-OF -TRIP FACILITIES. Adopt new ordinances to provide end-of-trip facilities, such as lockers and showers, at key mixed use development projects.
POLICIES	BIKEWAYS AND TRAILS PLAN CONNECTION POLICY. Adopt a policy requiring connection within certain distances of existing or proposed Bikeways and Trails Plan facilities as part of new development proposals.
	RESIDENTIAL SIDEWALK AND RESIDENTIAL SUBDIVISION CONNECTIVITY POLICIES. When revising the existing Residential Sidewalk Policy and Residential Subdivision Connectivity Policy, consider connections to the Bikeways and Trails Plan.
STUDY	EQUESTRIAN COMMUNITY STUDY. Partner with interested public and private organizations to determine the needs of the equestrian community in Chesterfield County.
OTHER	PEDESTRIAN AND BICYCLE COUNTERS. Purchase and install pedestrian and bicycle counting units for off-road facilities to inventory the number and pattern of users.
	BICYCLE AND PEDESTRIAN COUNT. Continue to partner with Sports Backers to hold an annual fall bicycle and pedestrian count at strategic locations countywide.
	NON-MOTORIZED TRANSPORTATION SIGNAGE. Establish standardized signage and location protocols for the network in coordination with the Police and Fire and EMS Departments for emergency response purposes.

BIKEWAYS AND TRAILS IMPLEMENTATION	
Category	General Steps
OTHER	<u>STANDARDIZE ON-ROAD BIKE LANES.</u> Work with VDOT to make all signs and pavement markings on bike lanes uniform.
	<u>PEDESTRIAN AND BICYCLE CIVIC GROUP</u> Support the establishment of a civic group to serve as a link between the community and the government on various pedestrian and bicycle issues.
	<u>BIKE ROUTE 1.</u> Participate in the regional Bike Route 1 monitoring committee.
	<u>EAST COAST GREENWAY.</u> Continue to partner with the East Coast Greenway Alliance to propose new route alignments, and to construct and use appropriate signage on the East Coast Greenway.
	<u>GIS PROJECT.</u> Continue to create a bicycle and pedestrian geodatabase to capture the location and condition of infrastructure such as public and private trails, on-road facilities, pedestrian actuated signals, bike racks and signage.
	<u>BIKEWAYS AND TRAILS APPLICATION.</u> Develop an online facility mapping tool for the public to use on mobile devices in coordination with regional partners.
	<u>ANNUAL BIKEWAYS AND TRAILS PROGRESS REPORT.</u> Establish an annual report to track the progress of the Bikeways and Trails Plan implementation, including infrastructure built, usage and safety.

ETTRICK VSU SPECIAL AREA PLAN		
Category	General Steps	Department Lead
PLANS	REVITALIZATION PLANS. Develop revitalization plans for the Ettrick area, including Neighborhood Enhancement Area plans, to promote stabilization of area neighborhoods.	TBD
ORDINANCES	DESIGN STANDARDS. Adopt new design standards that will guide future growth and development as identified in the Ettrick VSU Special Area Plan.	PLANNING
STRATEGIES / STUDIES	REGIONAL ACCESS. Work with local, regional and state agencies to enhance regional access into the Ettrick VSU area.	TRANSPORTATION
	SUMMERSEAT. Work with interested partners to identify and develop a viable use for this structure.	COUNTY ADMINISTRATION
INFRASTRUCTURE	ETTRICK POLICING OFFICE. Relocate the Ettrick Policing Office from Ettrick Park to a more central location, preferably along Chesterfield Avenue.	PLANNING / POLICE
	ETTRICK TRAIN STATION IMPROVEMENT. Seek out funds to improve the Ettrick Train Station, including facilities, access and aesthetics.	TRANSPORTATION
	WASTEWATER SYSTEM IMPROVEMENT. Prepare and submit a request for the county's Capital Improvement Program to fund upgrades to the wastewater system along Chesterfield Avenue.	COUNTY ADMINISTRATION
	STORMWATER SYSTEM IMPROVEMENT. Prepare and submit a request for the county's Capital Improvement Program to fund upgrades to the stormwater drainage system along Chesterfield Avenue.	COUNTY ADMINISTRATION
	ABOVE GROUND UTILITIES. Work with Dominion Power to have above ground utilities along area roads relocated or buried.	TBD

ETTRICK VSU SPECIAL AREA PLAN		
Category	General Steps	Department Lead
OTHER	<u>VSU Master Plan.</u> Work with VSU on developing their master plan to ensure the Master Plan and the Ettrick VSU Special Area Plan are complementary.	PLANNING
	<u>Civic Group Formation.</u> Work with community representatives to establish a cooperative relationship between county staff and community representatives.	PLANNING

BON AIR SPECIAL AREA PLAN		
Category	General Steps	Department Lead
ORDINANCES	<u>DESIGN STANDARDS.</u> Adopt new design standards that will guide future growth and development as identified in this plan.	PLANNING
INFRASTRUCTURE	<u>BON AIR PEDESTRIAN AND BICYCLE NETWORK IMPROVEMENTS.</u> Seek and secure funding to construct the recommended pedestrian and bicycle network.	TRANSPORTATION
	<u>PEDESTRIAN AND BICYCLE RAILROAD CROSSING.</u> Work with VDOT to explore options for improving the vehicular traffic pattern at the railroad crossing around Rockaway Road, Bon Air Depot Lane and Rockcrest Road to accommodate pedestrian and bicycle rail crossing improvements.	TRANSPORTATION
	<u>BON AIR NEIGHBORHOOD PARK.</u> Seek and secure funds to develop the recommended Bon Air Neighborhood Park and linear trail on land at Bon Air Elementary School.	PARKS AND RECREATION
	<u>STORMWATER TREATMENT.</u> Seek and secure funds to construct the recommended stormwater treatment improvements at the stormwater outfalls into Jimmy Winter's Creek on the Bon Air Elementary School site.	ENVIRONMENTAL ENGINEERING
	<u>WASTEWATER EXTENSION.</u> Work with property owners in the area to extend the public wastewater system into unserved areas.	UTILITIES
OTHER	<u>CIVIC ASSOCIATION FORMATION.</u> Work with area businesses, faith based groups and other community organizations and associations to establish a community wide civic association.	PLANNING
	<u>ABOVE GROUND UTILITIES:</u> Work with Dominion Power to relocate the above ground utilities along area roads to underground.	TBD